



STRATEGIC PLAN 2021 PLAN-ON-A-PAGE

Fulton County's five year Strategic Plan is designed to guide our decisions and increase accountability and effectiveness of our Government.

MISSION STATEMENT

To deliver efficient, high-impact service to every resident and visitor of Fulton County.

VISION STATEMENT

Fulton County is a positive, diverse community with a thriving economy, safe neighborhoods, healthy residents, and a rich quality of life that all people can enjoy. It is served by a county government that is recognized for being innovative, effective, efficient, and trustworthy.

2021 STRATEGIC PRIORITIES

HEALTH & HUMAN SERVICES / \$254M / 21%

- Prevent illness by engaging in healthier behavior
- Prevent health disparities by educating residents and connecting them to available resources
- Help residents realize their educational potential through our community services and library programs
- Support the vulnerable residents in our social services

JUSTICE & SAFETY / \$372M / 31%

- Ensure that Fulton County meets or exceeds recognized standards for Safety and Justice functions
- Ensure that Public Safety engages and supports the most vulnerable of our citizens
- Deliver a high level of public safety services from the police, medical examiner, sheriff, marshal and animal services departments
- Work effectively with governments, the private sector, nonprofits, and individual citizens to make our County more resilient to acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters

ARTS & LIBRARIES / \$40M / 3%

- Increase citizen and visitor engagement in arts and library services
- Increase awareness of arts and culture and library services countywide
- Track outcomes and customer satisfaction to ensure that we are meeting residents' expectations
- Deliver high quality arts and culture and library services to address current community needs

INFRASTRUCTURE & ECONOMIC DEVELOPMENT / \$327M / 27%

- Support business in Fulton County by improving the workforce skills of the residents within the County
- Improve the ease of doing business within Fulton County
- Build a Customer Centric Infrastructure
- Be the government leader in addressing sustainability and resiliency of operations

OPEN & RESPONSIBLE GOVERNMENT / \$213M / 18%

- Build a diverse, engaged, inclusive, and resilient county workforce
- Improve the efficiency of the facilities for the County
- Maintain and improve citizens and customers trust and satisfaction with county services
- Deliver efficient and effective county services
- Improve the trust in county operations and services by providing open information and data
- Ensure fair, convenient, open and accurate election services

REGIONAL LEADERSHIP / BUDGET IS INCLUDED IN OTHER AREAS

- Work jointly with Cobb, Gwinnett, DeKalb, Clayton, and the State of Georgia to establish a plan for eliminating HIV by 2030.
- Work with community partners to expand food insecurity efforts and identify areas of need.
- Establish partnerships to evaluate assessment centers, increase housing beds, and establish a coordinated intake and entry operation.
- Create a pilot with cities within the County that allows for the sharing of data between jurisdictions.
- Drive transportation improvements with road/bridge enhancements and transit expansion.
- Coordinate efforts to deliver access to affordable housing with equitable homeownership rights.

ACCOMPLISHMENTS FROM 2020

HEALTH & HUMAN SERVICES

- Developed and administered the largest COVID-19 testing program per capita in the State
- Established facilities with COVID-19 prevention cleaning and infection-control resources
- Efficiently allocated more than \$100M of CARES Act funding throughout the County
- Positively impacted over 260k individuals with CARES Act Community Relief funding

OPEN & RESPONSIBLE GOVERNMENT

- Established key vendor relationships to require PPE and staff response
- Enhanced productivity by examining and reassigning underutilized employees
- Enabled remote workforce within weeks by allowing virtual access to county employees during pandemic
- Equipped election days with essential staff and equipment support
- Established election security task force in partnership with FBI, GBI, and local law enforcement to ensure safety on election day

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2021 STRATEGIC INITIATIVES

HEALTH & HUMAN SERVICES

- Implement enhanced Behavioral Health Services to focus on justice reform and homelessness
- Continue planning improvements to **public health and emergency management infrastructure**
- Target **80% COVID vaccination rate** for the residents of Fulton County
- Provide enhanced **community service programs** to the residents due to COVID-19
- Develop a plan and implementation schedule for **Crisis Intervention Center**
- Provide rental, mortgage assistance and food security services using the **Federal Stimulus Funds**

JUSTICE & SAFETY

- Implement recommendations to **improve end-to-end performance** of Fulton County Justice System
- Continue progress on the results of the **Mental Health Task Force Study** and implementation of the **Stepping Up Initiative**
- Continuing the Implementation of the **Physical Security Initiative** which provides equipment, surveillance, patrol and other security services to Fulton County owned facilities
- Invest \$10M in the multi-year **court technology enhancement program**
- Invest \$9M to construct **public safety training** and evidence facility
- Implement the COVID-19 **court backlog project** to reduce cases from the pandemic

ARTS & LIBRARIES

- Continue development of **new ARTS service delivery model**
- Continue to provide **virtual services** to ensure residents needs are met
- Re-open all renovated **libraries**
- Continue to invest in programs that combat **food insecurity**

INFRASTRUCTURE & ECONOMIC DEVELOPMENT

- Continue the multi-year execution of **Fulton County Airport master plan**
- **Modernize IT infrastructure** with \$18M capital investment
- Complete the development of the **Continuity of Operations plan**
- Continue execution of **real estate master plan**
- Invest in **eligible workforce programs** due to the impacts of COVID-19
- Break ground on the \$32.5M construction project for a new **Animal Shelter**
- Invest in creating a **work environment** that seeks to eliminate potential risk due to pandemic

OPEN & RESPONSIBLE GOVERNMENT

- Implement Phase I of the **Incremental Compensation Strategy (ICS)**
- Address the recommendations made by the **Procurement Disparity Study** to improve suppliers and diversity
- Support of election efforts to continue to improve **customer experience**
- Invest and **improve tax systems** to meet new legal requirements and enhance cash management practices
- Invest in information technology and continue to improve the **virtual work environment**
- Invest and extend on programs that best utilize the \$206M **American Rescue Plan funds**

REGIONAL LEADERSHIP

- Implement **HIV elimination strategy** and **funding**
- Lead a pilot that allows for **sharing of data between jurisdictions** utilizing the county's open government platform
- Lead planning efforts for regional transportation utilizing the next **TSPLOST**
- Work with community partners to **expand food insecurity efforts** and identify areas of need
- **Increase the number of homeless housing beds** and coordinate efforts for an assessment center
- Create a **Housing Committee** to review policies related to affordable housing and equity in homeownership rights

ACCOMPLISHMENTS FROM 2020

JUSTICE & SAFETY

- Transitioned in-person hearings to virtual court to continue operations during pandemic
- Successfully contained the contraction and spread of COVID-19 among County inmates
- Effectively constructed and distributed an analytics system to assist internal and regional hospital professionals in making informed, critical decisions

INFRASTRUCTURE & ECONOMIC DEVELOPMENT

- Broke ground on Big Creek Water Reclamation facility expansion
- Launched a significant renovation project for the Assembly Hall Auditorium

ARTS & LIBRARIES

- Introduced new Library digital resources including: Kanopy; Paper.co, Lynda (now LinkedIn Learning), Creative Bug, Valueline, PebbleGO
- Circulated 973,423 virtual library resources during pandemic

